

Washington State Department of Printing

# 2003-2005 Strategic Plan

Leadership

Strategic planning

Customer focus

Marketing

Information and analysis

Human resources

Process management

Business results



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# History

## History

The law establishing the office of the Public Printer was approved by the first session of the Washington Territorial Legislature in 1854. During this time, the State Printer was a private printer selected by the Governor and commissioned to do all the printing and binding for the state and its various departments. The Governor approved every printing requisition to control expenditures and maintain a consistent character in state documents.

Then in 1933, a law was enacted that created the Department of Printing as a state agency. The law provided for the appointment of a Public Printer by the Governor and the establishment of a printing plant that would operate from a revolving fund.

For many years, the Department of Printing was located on the ground floor of the General Administration Building on the capitol campus. At that time, the plant consisted mainly of offset presses and bindery equipment.

As technology changed, the agency began using photocopiers as well as traditional presses. In 1966, the agency opened its first satellite copy center to provide fast, convenient service for small quantity orders.

The Department of Printing continued to change to provide the best possible service to state agencies. In 1983, the agency moved its main production facility to the current location in the New Market Industrial Campus in Tumwater.

The 1990's ushered in a period of unprecedented change for the printing industry, and the Department of Printing was no exception. The copy centers upgraded analog photocopiers to state-of-the-art digital print equipment. Imagesetting equipment capable of outputting customer computer files directly to film negatives was added to the prepress department.



*Bindery employees create hard-cover books in the Department of Printing bindery in 1933.*

### ***Printing...then and now***

In the 1930s, the Department of Printing bindery produced hard-bound books for a variety of state agencies. The department continued to produce hardcover books until the 1990s, when changes in technology reduced customer demand.

Today, the Department of Printing uses a wide array of cutting-edge production equipment, including digital printers, an "intelligent" mail inserter and state-of-the-art electronic imagesetters, to provide the services our customers need.

As customer requirements change, the agency will continue to employ the best new processes and technology to improve service and reduce costs to Washington state taxpayers.

In 1993, the agency partnered with the Washington State School for the Blind to provide the only state-operated Braille Access Center in the United States. Since its creation, the center has produced millions of pages of Braille text for the sight-impaired.

Today, the Department of Printing operates several copy centers in Thurston County, and oversees contracts with private firms to provide low-cost copy services across Washington state. The agency offers a variety of Internet applications to provide convenient access to printing services from any computer at any time.

The Department of Printing continually strives to find innovative solutions to the printing and distribution challenges faced by its customers. The agency is dedicated to reducing costs, increasing quality and improving service as it serves the citizens of Washington state today and in the future.

# ***Mission, Vision and Values***

## **Mission**

*The Department of Printing will exceed customer expectations.*

## **Vision**

*To become the Printer and Employer of choice.*

## **Common Values**

To earn the respect and trust of our customers, we adhere to the following values:

- Honesty and Integrity
- Dignity and Respect
- Excellence and Quality
- Collaboration and Partnership

## **Quality Values**

Excellence is our standard. To achieve excellence we:

- Exceed our customers' expectations.
- Analyze and improve processes through quality teams.
- Ascertain our customers' needs and determine if we are meeting those needs through the use of customer surveys, feedback and focus groups.
- Maximize the use of technology to support internal and external quality service.
- Ensure that each employee partners in the production concept of every job being "right and on time."



*Stationery Source reduces costs and improves service by letting users order custom-printed stationery items through the Internet.*

## ***Governor's Award for Service and Quality Improvement, Fall 2000***

The Department of Printing and the Employment Security Department received the Governor's Award for Service and Quality Improvement in October 2000 for the creation of Stationery Source, the online stationery ordering system.

The online system allows users to create, proof and order business cards, letterhead and other stationery items any time from any computer with Internet access.

The system dramatically reduced turnaround times and cut costs for both the Department of Printing and its customers.

## **Client Service Values**

We are here to serve our customers. Our customers are state agencies, political subdivisions, fellow employees and vendors. To efficiently serve our customers we:

- Listen with concern to understand and be responsive.
- Treat our customers with courtesy, dignity and respect.
- Make ourselves and our services as accessible as possible.
- Provide quality printing that continually exceeds our customers' expectations.
- Provide printing at the lowest possible cost.
- Partner with agencies and vendors to provide additional or enhanced services.

## **Employee Values**

Our Employees are our most valuable resource. To demonstrate our respect we:

- Foster a climate where we support team efforts, focus on quality process improvements and assume responsibility for team results.
- Empower, support and provide our employees opportunities to develop their skills.
- Support and encourage continuous personal and professional growth.
- Recognize accomplishments and ongoing achievements of individuals and teams.
- Contribute to one another's success by offering training, guidance, support and opportunities for advancement.
- Treat each other with courtesy, dignity and respect.

# Leadership

## Goal

*Sustain the vision.*

- Create a strategic plan putting PRT in the forefront of the industry.
- Attract and hire talented, highly-motivated individuals.
- Exceed customer needs.
- Ensure ongoing communication with employees and customers.
- Coach, train and promote employees.
- Encourage creativity and innovation.
- Function as an entrepreneurial enterprise.
- Foster a cooperative spirit.
- Improve responsiveness by eliminating bureaucracy.

## Best Practices

### ***Key accomplishments: Best practices***

In 2002, a team of department managers submitted several best practice printing solutions to the Office of Financial Management. After review and approval, the following Department of Printing services were added to the Best Practices section of the Department of Information Systems web site.

- Fulfillment
- Copy Centers
- Stationery Source, the online stationery ordering system
- *Fastforward<sup>sm</sup>* and Merge Purge mail data cleansing services

These best practices help our customers save time and money, offsetting potential shortfalls in state-agency printing budgets.



# Strategic planning

Goal	<i>Create a visionary strategic plan that is easily adaptable to market change and understood by all employees, customers and vendors.</i>
Objectives	<ol style="list-style-type: none"><li><b>1. Communicate in simple terms.</b><ul style="list-style-type: none"><li>• Conduct annual customer surveys.</li><li>• Conduct biennial employee survey.</li><li>• Update agency-wide Quality Self-assessment.</li><li>• Review agency strategic plan quarterly by every department and develop departmental strategic plans.</li></ul></li><li><b>2. Create rapid project teams to implement goals.</b><ul style="list-style-type: none"><li>• Establish a minimum of one project team per department.</li><li>• Establish two interagency project teams annually.</li><li>• Achieve all goals on time and under budget.</li></ul></li><li><b>3. Establish performance indicators.</b><ul style="list-style-type: none"><li>• Balanced Scorecard</li><li>• Balanced Scorecard for vendors</li></ul></li><li><b>4. Establish strategic direction.</b><ul style="list-style-type: none"><li>• Establish “minnow-like teams” to serve specialized market segments.</li><li>• Conduct annual review of core business functions.</li></ul></li></ol>



*The Department of Printing customer service program is designed to respond quickly to customer needs.*

## **Key accomplishments: Customer service**

The Department of Printing assigns a customer service representative to each agency customer to provide effective customer service. This improves communication by providing customers with a single point-of-contact and allows the Department of Printing to customize services and respond quickly to client requests.

Results from the last two Department of Printing customer surveys revealed that over 80 percent of customers rate their overall satisfaction at an average of 4.0 or above out of a possible rating of 5.0.

# Customer focus

## Goal

*Improve customer relationships and satisfaction through quality work, savings and knowledge of the customer market.*

## Objectives

### 1. Expand the use of our new services.

- Variable print
- Print-on-demand
- Mailing
- Graphic design
- Fulfillment
- Web press

### 2. Save customer/taxpayer dollars.

- Track savings.
- Review overall strategic processes and charges quarterly to ensure best buys.
- Hold customer focus groups quarterly.

### 3. Increase customer satisfaction.

- Achieve scores of 4.0 or higher on customer satisfaction in 85% of returned customer surveys.
- Meet all customer due dates and cost expectations.

### 4. Improve quality.

- Deliver all jobs correct and on time to customers.
- Reduce the number of jobs spoiled by 10%.
- Reduce dollars lost through spoilage by 20%.



*PRT joined with Traffic Safety to make distributing information to the public more cost-effective.*

## ***Key accomplishments: Leader in quality improvement***

The Department of Printing is the leader in cost savings and cost avoidance for Small Cabinet Agencies in Washington state government.

Forty-three Department of Printing quality improvement teams have been highlighted in *Governing for Results* since June 1998.

# Marketing

## Goal

*Produce and deliver products and services that exceed our customers' expectations.*

## Objectives

### **1. Listen, understand and customize products and services per customer segment.**

- Conduct one focus group per quarter.
- Hold one-on-one meetings with customers to obtain a list of needs and wants.
- Review customer strategic plans annually.

### **2. Increase our customer education of services.**

- Create and distribute a service awareness survey to customers on a semi-annual basis.
- Customer Service Representatives meet with each agency twice annually.
- Establish a baseline of services used.
- Conduct an annual printing workshop.

### **3. Establish an agency-wide customer outreach plan.**

- Develop an implementation plan that includes roles and responsibilities.



*Department of Printing customers send us their comments and suggestions by e-mail and through the "Comments" section of the PRT web site, as well as by telephone, mail and fax.*

### ***Customer feedback: A few examples***

*"Great job on the DVR Annual Report. You folks did a great job. It looks excellent...and you met the tight deadline, too. You guys are great!"*

*— Matt Ruhl, DSHS Publications*

*"I am very pleased with your service. I've ordered materials a number of times and always received an accurate order very quickly."*

*— Cathie Halpin, Morton General Hospital*

*"The new online copy center request form (A24) is great. Thanks again for all your hard work."*

*— Kathy Harder, DSHS Bremerton CSO*

# ***Information and analysis***

## **Goal**

*Provide meaningful measurement, analysis and performance reports of all critical operations.*

## **Objectives**

### **1. Identify and establish objective measures based on best practices.**

- Establish benchmarks against commercial printers and other public printers.
- Monitor cost savings against the private sector.

### **2. Communicate results to all partners and stakeholders.**

- Establish a communication plan.
- Be featured in articles worldwide—national, regional and local publications.
- Receive awards—Best Practices and Governor's Quality Award.

### **3. Work simplification for each business process.**

- Flowchart key business processes.
- Streamline key business processes.
- Create policies and procedures for each key business process.



*In-Plant Graphics ranked PRT first in productivity for the second year in a row.*

### ***Most Sales per Employee (Highest Productivity): In-Plant Graphics magazine, December 2002***

In December 2002, *In-Plant Graphics* magazine ranked the Department of Printing number one in productivity among in-plant printers in the United States for the second year in a row.

According to the 2002 *In-Plant Graphics Top 50 In-Plants* report, PRT employees continue to produce more per person than any other in-house printer in the country, surpassing plants operated by several Fortune 500 companies.

The annual *In-Plant Graphics Top 50* is the most complete listing of leading in-house printers in the United States. Overall rankings are calculated from the annual sales revenue and number of employees at each in-plant.

# Human resources

## Goal

*Build an environment that grows individual potential and success; attracting, developing and retaining the best.*

## Objectives

### 1. Improve employee well-being and satisfaction.

- Schedule employee surveys.
- Complete annual performance evaluations.
- Provide semi-annual safety training.

### 2. Provide career development.

- Provide clear performance expectations for all positions.
- Define advancement expectations.

### 3. Value a diverse workforce.

- Create a 2003 Diversity Plan.
- Analyze applicant pool and postings.
- Create a multi-cultural advisory team with employee and management representation.



*PRT employees enjoy the 2002 Combined Fund Drive Carnival.*

## ***Largest Percentage of Participation in Medium State Agencies, 2002 Combined Fund Drive***

The Department of Printing received the award for Largest Participation Percentage among Medium State Agencies from the Thurston County Combined Fund Drive Committee in January 2003.

Ninety-six percent of Department of Printing employees took part in the 2002 Combined Fund Drive, collecting over \$7700 during the month-long campaign.

# Process management

## Goal

*Provide opportunities for employees to identify, design, re-engineer and benchmark production and administrative services.*

## Objectives

### **1. Establish business and support process ownership.**

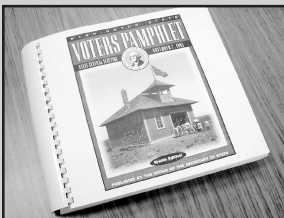
- Identify core business functions.
- Assign ownership of each identified function.

### **2. Include customers, suppliers and vendors in the development of our business processes.**

- Include customers, suppliers and vendors in the process improvement teams.
- Establish and communicate expectations to suppliers and vendors.

### **3. Encourage creativity and innovation.**

- Establish agency-wide “out of the box” strategy meetings.



*The Washington State Voters' Guide is just one of the many government publications that are transcribed into Braille.*

## ***Governor's Award for Quality and Performance, Fall 2002***

The Department of Printing, the Department of Corrections and the School for the Blind received the Fall 2002 Governor's Award for Quality and Performance for their work in expanding the availability of Braille materials to Washington residents. The Braille Transcription Project started in 1997 as an inter-agency endeavor to streamline processes, reduce costs and increase access to Braille documents.

The project reduces costs for transcribing Braille materials by making use of inmate labor at the Purdy correctional facility. Using inmate labor allows the state to use transcription dollars more cost-effectively, resulting in a 2000 percent increase in pages transcribed. Plus, inmates in the program receive training for productive careers.

# Business results

## Goal

*Create key performance indicators that measure business results.*

## Objectives

### **1. Establish performance indicators for strategic business planning.**

- Review all contracts and change language to reflect current standards.
- Complete 100% of jobs “right and on time.”
- Create a Balanced Scorecard for vendors.
- Establish expected delivery dates for materials.

### **2. Establish performance indicators for internal customers.**

- Establish performance standards for each machine.
- Establish a process to create financial analysis for new and existing services and products.

### **3. List performance indicators for each strategic objective.**

- Establish tracking system.
- Conduct quarterly reviews.



*The Department of Printing provides convenient access to copy services with nine copy centers in Thurston County.*

### ***Key accomplishments: Leader in cost savings***

Department of Printing Copy Centers charge approximately 60 percent less than the private sector for black-and-white copies, and 40 percent less for color copies.

Plus, the agency negotiated a statewide contract with five private vendors for copy services outside Thurston County, reducing copying costs by approximately 40 percent for Department of Printing customers located outside the areas served by the copy centers.

## Notes



## Notes



## **Washington State Department of Printing**

***Mailing address:*** PO Box 798 • Olympia, Washington 98507-0798

***Telephone:*** 360.570.5555 ***Fax:*** 360.586.8831 ***TDD:*** 360.570.5069

***Home page:*** [www.prt.wa.gov](http://www.prt.wa.gov)